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Selected documents obtained through discovery

"D" denotes documents provided by the American Institute of Physics.

"S" denotes documents provided by Jeff Schmidt.

Political scrutiny by American Institute of Physics

(D384) **Note put into Schmidt's personnel file** by his supervisor, *Physics Today* editor Stephen Benka, on the occasion of the resignation in disgust of Schmidt's coworker Graham Collins, now at Scientific American.

(D16) **Note on Schmidt's political beliefs put into his personnel file** by his supervisor at the time, *Physics Today* editor Gloria Lubkin: 'He believes in revolution in all countries.' Lubkin's source is University of California, Irvine, physics professor (and science fiction writer) Gregory Benford, as explained in *Disciplined Minds* (page 255 and note 86 on page 263).

(D554-561) **Fax** from Schmidt's supervisor Stephen Benka to American Institute of Physics director of human resources and high-ranking executive Theresa Braun, transmitting information **about the content of Schmidt's book, *Disciplined Minds*.**

(D563) **AIP downloads bookseller's web page** for Schmidt's book *Disciplined Minds* a few days before firing Schmidt.

D565-D568 **Psychological profiles of *Physics Today* staff members**, written by their supervisor, *Physics Today* editor Stephen Benka, presumably for higher management. Jeff Schmidt's entry says:

Competent articles editor (used to be the best on the staff, in recent years has been mediocre). Often works from home. Has some good ideas, but they are coupled to a strong political agenda: Distrusts all forms of authority, including, of course, AIP and PT management. A committed malcontent. Can be confrontational, always tenacious, never raises his voice. Has extremely strong rhetorical skills and therefore can be very persuasive. Has influence over some staff members and can use that influence to promote discontent when it serves his purpose. Beware particularly of him (i) setting up a fabricated "straw-man" target to then knock down, and (ii) putting words into your mouth to his advantage. Productive and quality had been allowed to slip; when pressure was applied (by me), he stirred up great trouble. When pressure remained, he went on a 6-month sabbatical, returned at 2/3 the workload for 2/3 the salary. His latest editing effort (Berg article for January 2000) is the best I've seen from him in a long time. I complimented him on it.

Schmidt protests *Physics Today's* 'Whites Only' hiring practice

(D1454) Notes by AIP CEO and Executive Director Marc Brodsky on a **telephone conversation with Schmidt about discrimination in hiring at *Physics Today* magazine.**

(D1457-1458) **Memo** from Schmidt to Brodsky **describing discrimination in hiring at *Physics Today* magazine.** Schmidt refers to a "de facto 'whites only' hiring policy at *Physics Today*."

(D1453) **Notes by Brodsky from a meeting with Schmidt** about discrimination in employment at *Physics Today*.

(D1452) Notes by **Brodsky** detailing his plan to tell Schmidt that *Physics Today's* hiring practices are "sound and fair."

Repression 1: AIP plans reprisal through annual preformance review

(S1326-1327) **Schmidt's 1997 performance review.** His overall rating is 4, which means 'Exceeds job requirements'.

(D320-321)
(highlighted) **Schmidt's 1997 performance review, with notes added eight months later by his supervisor**, *Physics Today* editor Stephen Benka. The notes show that **AIP plans to punish Schmidt for speaking out ('disruptive behavior')** by finding fault with the quality and quantity of his work. Benka put most of his added notes in parentheses. The added notes are highlighted on this copy.

(D320-321)
(not highlighted) Same as above, but without highlighting (in case highlighting would make the document hard to print). For a detailed discussion of this document, see the section [Rotten business](#).

(D348) Benka notes instructions from top AIP executive Theresa Braun on **how to punish Schmidt in a way that Schmidt can't use in 'whistle blowing.'**

Repression 2: AIP gags Schmidt

(D681) Copy of **gag order given to Schmidt**, with note by Benka about delivery of the order.

(D682) **Rescission of gag order** by *Physics Today* division head Charles Harris and *Physics Today* editor Stephen Benka. (AIP later fired Harris and replaced him with Randolph Nanna.)

Repression 3: AIP bans private conversations at work

(S788-791) Schmidt's contemporaneous account of the imposition of the **ban on private conversations in the workplace** (the rule that all conversations have to be open to monitoring by management). The account is in an excerpt from a letter from Schmidt to coworker Graham Collins, who is vacationing in New Zealand.

(D331-332) *Physics Today* **editor Stephen Benka's contemporaneous account of the imposition of the ban.** The second sentence reveals that the ban was ordered by top AIP management.

Repression 4: AIP objects to AAPT's invitation to Schmidt to speak at AAPT'S 2004 Winter meeting

(S1231) **Invitation to Schmidt from the American Association of Physics Teachers** to speak at its 2004 annual meeting.

AAPT members who were informed of AIP's objection to Schmidt's talk -- and of AAPT's refusal to cancel the talk -- are available to discuss the matter.

Butt kissing behind the scenes: Members of the physics establishment automatically assume that AIP is right

(D888) Xerox Corporation executive Charles B. Duke, without doing any investigation, assumes that the charge that AIP engaged in repressive behavior is 'inaccurate'.

(D1033) University of Maryland physicist Virginia Trimble, without doing any investigation, assumes that AIP's critics are "wrong."

(D728) After reading material from Schmidt's book, as provided to him by AIP CEO and Executive Director Marc Brodsky, MIT physicist Daniel Kleppner tells Brodsky that AIP is 'totally justified' in firing Schmidt.

(unnumbered) **The physics establishment was not undivided in its support for AIP**, as illustrated by this behind-the-scenes e-mail message from University of Pittsburgh physicist Edward Gerjuoy, at the time a member of the Council of the [American Physical Society](#) (APS). Gerjuoy mentions the APS Committee on International Freedom of Scientists (CIFS) and the APS Forum on Physics and Society (FPS).

Rotten Business: Document D320, AIP's roadmap for firing Jeff Schmidt

Prior to 17 October 1997: Jeff Schmidt raises the issue of workplace diversity in increasingly strong ways, but feels that management doesn't take the issue seriously. So he goes to the *Physics Today* Advisory Committee, an independent group that is outside of the AIP hierarchy.

Immediately after Schmidt complains to the *Physics Today* Advisory Committee about *Physics Today's* discriminatory hiring practices, his supervisor Stephen Benka pulls out Schmidt's previous annual performance review and makes an angry note next to Schmidt's rating of 4: "drop to 2-2.5 for disruptive behavior." (D320, line 8.)

- A rating of 4 means "Exceeds job requirements."
- A rating of 3 means "Meets job requirements."
- A rating of 2 means "Partially meets job requirements" and is not acceptable for continued employment.

The timeline

17 Oct 1997 Schmidt complains to advisory committee about discrimination.

22 Oct 1997 (D320, line 2): Benka makes angry note on Schmidt's performance review. Benka makes his note on Schmidt's performance review about five months before the review is due to be given to Schmidt.

24 Oct 1997 Brodsky accuses Schmidt of making "a very, very serious charge" about *Physics Today's* hiring practices.

Oct 1997-
Mar 1998 Documents produced by AIP show that during those five months, Benka and Harris and top AIP officers Brodsky and Braun struggle to figure out how to give Schmidt a lower job performance rating while hiding their real motivation for doing so (Schmidt's speaking troubling truths at meetings). The problem is that Schmidt's work remains at the level they had previously called "Exceeds job requirements." At the end of the five months, Schmidt receives a downgraded performance review (dated 12 March 1998) -- but the review does not contain a word of criticism about his speaking out at meetings. Rather, it puts a new, negative spin on his WORK. ('**Rotten business**' -- what Noam Chomsky said when told that Schmidt had been fired.) And it sets Schmidt up for missing his work quota (by increasing his work quota and by changing the long-standing work accounting method). Schmidt immediately senses that management is setting him up for dismissal.

So Schmidt submits a detailed appeal, spelling out AIP's real reasons for downgrading his performance review, emphasizing his activity concerning equal employment opportunity -- even though that isn't mentioned in the downgraded performance review. The content and timing of document D320 show that Schmidt accurately sensed management's motivation and that his appeal was right on target.

4/24/98

PHYSICS TODAY

from Stephen G. Benka

Jeff's parting words to
Graham (on his farewell card).

"To truth,
whether they like it
or not. Keep up
the good work."

Conv w/ Gregory Benford 10/26/89

V I was on Jeff Schmidt's
thesis committee.
He asked that I be removed
from his comm cuz I was ide-
ologically opposed.

Folsk
JS led a group that tried
to get a posthumous Ph.D. We
saw no.

JS was actually pretty good at physics.
He believes in revolution in all
countries.

PHYSICS TODAY

FAX transmission from

Stephen G. Benka, Editor

One Physics Ellipse

College Park, Maryland 20740-3843

301-209-~~3042~~ 3037

Fax: 301-209-0842

TO: TERRI BRAUN

Fax: 516-576-2295

Date: May 24, 2000

Pages (including this one): 8

Terri,

You can also find these pages at <http://disciplined-minds.com>

Steve

<http://disciplined-minds.com>

Welcome to the DISCIPLINED MINDS Web Site!

"Disciplined Minds is a witty, incisive, original analysis of the politics of professionalism -- especially with respect to those fields in which professional training involves an education in how to become oblivious to the political role of one's profession."

-- Michael Berube,
University of Illinois

"A blistering critique of how knowledge workers have been subordinated in America. Finally, a book that tells it like it is."

-- Stanley Aronowitz,
Author of The Jobless Future

"I have been waiting a long time for someone to write this book, and Jeff Schmidt has done it. He exposes, in crystal-clear prose, the inevitably political nature of the professional in our society, and, most importantly, suggests a strategy for resistance. This is an extraordinary and valuable piece of writing."

-- Howard Zinn,
Author of A People's History of the United States
oooooooooooooooooooooooooooooooooooo

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"This book is stolen. Written in part on stolen time, that is. I felt I had no choice but to do it that way. Like millions of others who work for a living, I was giving most of my prime time to my employer..."

So begins Jeff Schmidt in this riveting book about the world of professional work. Schmidt demonstrates that the workplace is a battleground for the very identity of the individual, as is graduate school, where professionals are trained. He shows that professional work is inherently political, and that professionals are hired to maintain strict "ideological discipline."

The hidden root of much career dissatisfaction, argues Schmidt, is the professional's lack of control over the political component of his or her creative work. Many professionals set out to make a contribution to society and add meaning to their lives. Yet our system of professional education and employment abusively inculcates an acceptance of politically subordinate roles in which professionals typically do not make a significant difference, undermining the creative potential of individuals, organizations and even democracy.

Schmidt details the battle one must fight to be an independent thinker in today's corporate society. He shows how an honest reassessment of what it really means to be a professional employee can be remarkably liberating. After reading this book, no one who works for a living will ever think the same way about his or her job.

[Introduction](#)

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[About The Author](#)

Jeff Schmidt is an editor at Physics Today magazine. He has a PhD in physics from the University of California, Irvine, and has taught in the United States, Central America and Africa. Born and raised in Los Angeles, he now lives in Washington, D.C.

Write the author: jeff@disciplined-minds.com

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Introduction

This book is stolen. Written in part on stolen time, that is. I felt I had no choice but to do it that way. Like millions of others who work for a living, I was giving most of my prime time to my employer. My job simply didn't leave me enough energy for a major project of my own, and no one was about to hire me to pursue my own vision, especially given my irreverent attitude toward employers. I was working in New York City as an editor at a glossy science magazine, but my job, like most professional jobs, was not intellectually challenging and allowed only the most constrained creativity. I knew that if I were not contending with real intellectual challenges and exercising real creativity—and if I were not doing anything to shape the world according to my own ideals—life would be unsatisfying, not to mention stressful and unexciting. The thought of just accepting my situation seemed insane. So I began spending some office time on my own work, dumped my TV to reappropriate some of my time at home, and wrote this book. Not coincidentally, it is about professionals, their role in society, and the hidden battle over personal identity that rages in professional education and employment.

The predicament I was in will sound painfully familiar to many professionals. Indeed, generally speaking, professionals today are not happy campers. After years of worshipping work, many seemingly successful professionals are disheartened and burned out, not because of their 70-hour workweeks, but because their salaries are all they have to show for their life-consuming efforts. They long for psychic rewards, but their employers' emphasis on control and the bottom line is giving them only increased workloads, closer scrutiny by management and unprecedented anxiety about job security. In this way the cold reality of employer priorities has led to personal crises for many of this country's 20 million professionals.

Burned-out professionals may not be immediately obvious to the casual observer, because typically they stay on the job and maintain their usual high level of output. But they feel like they are just going through the motions. They have less genuine curiosity about their work, feel less motivated to do it and get less pleasure from it. The emotional numbness inevitably spreads from their work lives into their personal lives. According to Herbert J. Freudenberger, the New York psychologist who coined the term burnout in the mid-1970s, the personal consequences are wide-ranging and profound: cynicism, disconnection, loss of vitality and authenticity, decreased enjoyment of family life, anger, strained relationship with spouse or partner, divorce, obsessive behavior such as "workaholism," chronic fatigue, poor eating habits, neglect of friends, social isolation, loneliness—and the list of symptoms goes on. Freudenberger tells me he has seen a big increase in career burnout among professionals in the past twenty years. Ironically, such depression is most likely to hit the most devoted professionals—those who have been the most deeply involved in their work. You can't burn out if you've never been on fire.

The problem shows no sign of easing. In fact, the ranks of troubled professionals are swelling as members of Generation X finish school and rack up a few years in the workforce. Many Xers, having observed the unfulfilling work ethic of their baby boom predecessors, want their own working lives to be fun and meaningful from the get-go. Starting out with priorities that took boomers a decade to figure out, but in no better position to act on those priorities, Xers are simply having career crises at an earlier age. Clearly, there is an urgent need to understand why career work so often fails to fulfill its promise.

I argue that the hidden root of much career dissatisfaction is the professional's lack of control over the "political" component of his or her creative work. Explaining this component is a major focus of this book. Today's disillusioned professionals entered their fields expecting to do work that would "make a difference" in the world and add meaning to their lives. In this book I show that, in fact, professional education and employment push people to accept a role in which they do not make a significant difference, a politically subordinate role. I describe how the intellectual boot camp known as graduate or professional school, with its cold-blooded expulsions and creeping indoctrination, systematically grinds down the student's spirit and ultimately produces obedient thinkers—highly educated employees who do their assigned work without questioning its goals. I call upon students and professionals to engage in just such questioning, not only for their own happiness, but for society's sake as well.

This book shows that professional education is a battle for the very identity of the individual, as is professional employment. It shows how students and working professionals face intense pressure to compromise their ideals and sideline their commitment to work for a better world. And it explores what individuals can do to resist this pressure, hold on to their values and pursue their social visions. People usually don't think of school and work in terms of such a high-stakes struggle. But if they did, they would be able to explain why so many professional training programs seem more abusive than enlightening, and why so many jobs seem more frustrating than fulfilling.

I decided to write this book when I was in graduate school myself, getting a PhD in physics, and was upset to see many of the best people dropping out or being kicked out. Simply put, those students most concerned about others were the most likely to disappear, whereas their self-centered, narrowly focused peers were set for success. The most friendly, sympathetic and loyal individuals, those who stubbornly continued to value human contact, were handicapped in the competition. They were at a disadvantage not only because their attention was divided, but also because their beliefs about big-picture issues such as justice and social impact caused them to stop, think and question. Their hesitation and contemplation slowed them down, tempered their enthusiasm and drew attention to their deviant priorities, putting them at a disadvantage relative to their unquestioning, gung-ho classmates. Employers, too, I realized, favored people who kept their concerns about the big picture nicely under control, always in a

position of secondary importance relative to the assigned work at hand. Thus I saw education and employment as a self-consistent, but deeply flawed, system. I wrote this book in the hope of exposing the problem more completely and thereby forcing change.

A system that turns potentially independent thinkers into politically subordinate clones is as bad for society as it is for the stunted individuals. It bolsters the power of the corporations and other hierarchical organizations, undermining democracy. As I will explain in detail, it does this by producing people who are useful to hierarchies, and only to hierarchies: uncritical employees ready and able to extend the reach of their employers' will. At the same time, a system in which individuals do not make a significant difference at their point of deepest involvement in society—that is, at work—undermines efforts to build a culture of real democracy. And in a subordinating system, organizations are more likely to shortchange or even abuse clients, because employees who know their place are not effective at challenging their employers' policies, even when those policies adversely affect the quality of their own work on behalf of clients.

This book is intended for a broad range of professionals, nonprofessionals and students, and for anyone interested in how today's society works. It is for students who wonder why graduate or professional school is so abusive. It is for nonprofessionals who wonder why the professionals at work are so often insufferable, and who want to be treated with greater respect. It is for socially concerned professionals who wonder why their liberal colleagues behave so damn conservatively in the workplace. (Chapter 1 explains how professionals are fundamentally conservative even though liberalism is the dominant ideology in the professions.) It is for individuals who are frustrated by the restrictions on their work and troubled by the resulting role they play—or don't play—in the world. It is also for those who simply find their careers much less fulfilling than they had expected and aren't exactly sure why.

Disillusioned lawyers, doctors, financial analysts, journalists, teachers, social workers, scientists, engineers and other highly educated employees are looking for a deeper understanding of why their lives are stressful and feel incomplete. My hope is that readers will find such an understanding in these pages, along with effective strategies for corrective action. If you are a professional, coming to understand the political nature of what you do, as part of an honest reassessment of what it really means to be a professional, can be liberating. It can help you recover your long-forgotten social goals and begin to pursue them immediately, giving your life greater meaning and eliminating a major source of stress. It can help you become a savvy player in the workplace and reclaim some lost autonomy. And, ironically, it can help you command greater respect from management and receive greater recognition and reward, without necessarily working harder.

If you are a student, understanding the political nature of professional work can help you hold on to your values and moral integrity as you navigate the minefields of professional training and, later, employment. For students

trying to get through professional training intact, this book can serve as something of a survival guide, explaining the frightening experiences and warning of what lies in store.

If you are a nonprofessional, you experience even more lack of control, unfulfilling work, insecurity and other sources of stress than do professionals. As a consequence, the toll on your physical and psychological well-being is even greater than that suffered by professionals. If you want to act individually or collectively to improve your situation, then it pays to know what makes your professional coworkers tick. Such awareness can help you figure out which people you can trust and how far you can trust them. When professional and nonprofessional employees maintain solidarity in the workplace, they can cover for each other and get more concessions from their employer. But any alliance between unequal partners is doubly risky for the less powerful party—in this case the nonprofessionals, who are at the bottom of the workplace hierarchy. By understanding professionals, you reduce the chances of being double-crossed by them. You'll be treated with more respect, too.

Whatever your occupation, you have to deal with a variety of professionals when you are off the job. Most of these professionals work for others, not directly for you. Whether you visit an HMO, send kids to school, request a government service, see a counselor, get assistance from a social worker, deal with a lawyer, file a consumer complaint or contact a local TV station or newspaper, understanding the political nature of professional work will help you get better service. If you are involved in an independent organization working for social change, you have to contend not only with professionals in the corporations or agencies that your group confronts, but also with professionals advising your own organization. Groups that simply trust professionals without truly understanding them are very likely to be misdirected or sold out by those professionals.

And, of course, everyone deals with professionals indirectly, too. For instance, newspapers, magazines, radio and television are filled with supposedly objective news reports, analyses and studies prepared by professionals. What should you believe? To truly understand the output of these or other professionals, you first need to understand the political nature of the professional's role at work.

The political nature of professional work is this book's unifying theme. To make the case that the professional's work is inherently political, I examine not only professionals and what they do (part one: chapters 1 to 6), but also the system that prepares them to do it (part two: chapters 7 to 13) and the battle that one must fight to be politically independent (part three: chapters 14 to 16).

My hope is that whether you are a professional, a nonprofessional or a student, you will find here an unsettling but empowering new way of looking at yourself, your colleagues, the institution that employs or trains you, and society as a whole. This book strives to arm you with a very

practical analytical tool that you can use to your advantage in whatever individual and collective struggles you find yourself in as an employee, student, organization member, consumer or citizen.

A note on pronouns. To avoid overuse of phrases such as "he or she," I will use female pronouns in part one and male pronouns in part two (the problem doesn't arise in part three). Today most professionals are women, and the female majority, which stood at 53% in 1997, is growing. Women have long made up large majorities in professions with relatively low social status and salary; thus teachers, social workers, registered nurses and librarians have been said to labor in the subprofessions. But today the proportion of women is increasing throughout the professions. Nearly half the students now in medical school and law school, for example, are women, up from about 9% in 1970.

A note on references. Many of the references listed at the end of each chapter make for fascinating reading. I encourage you to look further into topics in this book that interest you, and so I have given lots of references and have spelled things out to make them as easy as possible to look up. Time spent with these materials will surely be thought provoking, informative and entertaining.

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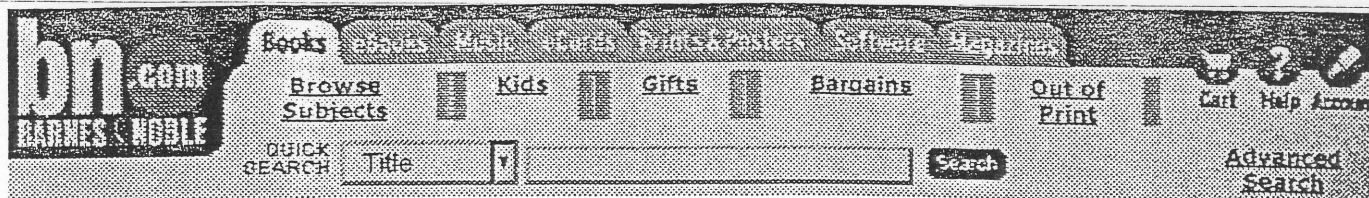
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PHYSICS TODAY STAFF (alphabetical) - 11/23/99

NAME: Judy Barker

JOB DUTIES: Assistant Editor -- Buyers' Guide, Index, Calendar, writes for We Hear That and Meeting Previews, proofreader.

HISTORY: Began as support staff in 1993 before the move to Maryland. Showed editorial ability and was given opportunity to grow.

SOME PERSONAL CHARACTERISTICS: Solid, dependable, congenial, adaptable, well organized, tackles special projects with minimal supervision. Two thumbs up.

NAME: Steve Benka

JOB DUTIES: Editor-in-Chief, Managing Editor

History: Hired in 1993 as Associate editor, promoted to Editor-in-Chief in Sept 1994. PhD in physics.

SOME PERSONAL CHARACTERISTICS: To be determined.

NAME: Charles Day

JOB DUTIES: Associate Editor -- Articles editor; Obituaries editor; Search and Discovery reporter

HISTORY: I hired him in 1997. PhD in physics (astronomy)

SOME PERSONAL CHARACTERISTICS: Energetic, capable, efficient, bright, congenial. Perhaps the most efficient manager of time on the staff; always gets his work done without staying late. Because he is quick, his editing is sometimes superficial or sloppy; yet takes constructive criticism well. Has wide-ranging interests and often pokes around in corners of physics neglected by others on the staff. A free-thinker with a keen sense of humor. Full of ideas, but not locked in to them. Writes excellent copy. Ambitious, and recognizes that his ambitions might not be fulfilled at PT. Two thumbs up.

NAME: Paul Elliot

JOB DUTIES: Chief Copyeditor; Letters dept editor

HISTORY: I hired him in 1995

SOME PERSONAL CHARACTERISTICS: Very intelligent, analytical mind. Competent, effective copyeditor, but could be more efficient (quicker). Produces an excellent Letters dept, but never on time. Generates prose that can be a bit pompous or least "wooden." Revels in the problem-solving process, and is good at it. For example, tends to view each Letter in that light, seeking and finding the best way to get the cooperation we need from each author. This talent of his often brings fresh ideas to PT's procedural discussions. Like many good copyeditors, has obsessive-compulsive tendencies that slow him down (everything is deliberately and carefully considered), but not to the point of paralysis. His slowness is a source of frustration to the staff and to me. In fairness, he has a large workload and needs help with the copyediting. (He claims his workload is excessive, I feel it isn't if he managed his time better.) One thumb up.

NAME: Toni Feder

JOB DUTIES: News reporter, Physics Community dept.

HISTORY: I hired her in 1995. PhD in physics.

SOME PERSONAL CHARACTERISTICS: Highly energetic, very bright, probing, quickly-becoming-world-class journalist. Telecommutes from Durham, NC, where her common-law-type-husband has a position at Duke. Strong ties to Europe and enjoys covering that part of the world. Excellent journalistic, average editorial judgements. Two thumbs up.

NAME: Rich Fitzgerald

JOB DUTIES: Associate Editor -- Articles editor, Search and Discovery reporter, We Hear That reporter

HISTORY: I hired him in 1998. PhD in physics

SOME PERSONAL CHARACTERISTICS: Bright, effective, congenial, capable. You read his recent performance review. Two thumbs up.

NAME: Tonya Gary

JOB DUTIES: Assistant to the Editor (support staff)

HISTORY: I hired her in 1998.

SOME PERSONAL CHARACTERISTICS: Hired to replace the last of a series of support staff "drill sergeants." A positive personality was needed more than the office skills, and Tonya filled the bill. She quickly started affecting the office climate for the good, and has continually grown into and developed her office skills. She tries hard and very often succeeds, pushing her own capabilities to the limit. She is very willing to pitch in as needed. She is a bit negligent of certain tasks, but continually works to improve. Has some [REDACTED] d.

NAME: Irwin Goodwin

JOB DUTIES: Sr. Editor - Washington Reports editor, political reporter

HISTORY: ~20 years with PT. Previously, journalist with Newsweek (or some similar national weekly).

SOME PERSONAL CHARACTERISTICS: World-class reporter of the scientific/political interface. Very good writer of prose. Unable to meet deadlines. Very high-maintenance for oversight, production, and copyediting staff (Steve, Elliot, and formerly Jean). Difficult personality: often sarcastic, rude, condescending. Nevertheless insightful, can be helpful and cooperative if he chooses to be. Has a profound and adverse effect on staff "outlook," through the tolerance for his tardiness, high-maintenance, and irascibility.

NAME: Warren Kornberg

JOB DUTIES: Books dept editor

HISTORY: Joined PT as a temporary solution when AIP moved to Maryland in 1993. Works 3 days a week. Former editor of *Science News* and of *Mosaic* (magazine of the National Science Foundation).

SOME PERSONAL CHARACTERISTICS: A consummate professional of the "old school," who believes in the total authoritarianism of the Editor, and in never deviating from established workflow processes. Gruff, opinionated, insightful. Excellent editorial judgement and ability. Willing to adapt, but slow to do so. Because of his part-time status and his commitment to "assembly-line" style editing, he uses more of the support staff's time than any three other editors combined, as well as a freelance proofreader. He is thus very "high-maintenance."

NAME: Barbara Levi

JOB DUTIES: Senior Editor -- runs the Search and Discovery dept; solicits articles and reviews; oversees Books dept; oversees Meeting Previews; occasionally edits article.

HISTORY: ~30 years with PT, as at least a consulting editor. PhD in physics and still teaches freshman physics when possible (now at Univ of Calif, Santa Barbara). When her husband was diagnosed with Parkinson's disease, they chose to move to Santa Barbara, to best enjoy their remaining time.

SOME PERSONAL CHARACTERISTICS: Competent, efficient, effective, good people skills, all around good guy. Level-headed, fair-minded, and nobody's clone: If you want a second opinion about anyone or anything related to PT, ask Barbara or Elliot. Gloria had been training Barbara to eventually take over as Editor-in-Chief. Barbara has good journalistic insights (what makes a good story) and excellent editorial judgement (what makes good copy). One of our stars, both on staff and in the community. Two thumbs up.

NAME: Gloria Lubkin

JOB DUTIES: Produce Reference Frame column; Solicit articles

HISTORY: 37+ years with PT, 9 years as Editor-in-Chief (~1985-94). Raised the editorial standards of PT. Master's degree in physics.

SOME PERSONAL CHARACTERISTICS: High standards, high personal integrity, good journalistic insights (what makes a good story), below average editorial judgement (what makes good copy). Poor staff relations, excellent community relations. Poor writer, poor editor of copy. Very "high-maintenance"; needs a great amount of help from the staff, both from editors (in producing publishable prose) and from Elliot (in getting that prose into pages), very often at the last possible moment (cannot meet deadlines). Politically savvy in office and community politics. Casts a long, dark shadow over the staff and the staff's "outlook."

NAME: Elliot Plotkin

JOB DUTIES: Art and Production Director -- all aspects of art and production

HISTORY: ~25 years with AIP and PT

SOME PERSONAL CHARACTERISTICS: Competent, efficient, effective, good people skills, all around good guy. Level-headed, fair-minded, and nobody's clone: If you want a second opinion about anyone or anything related to PT, ask Elliot or Barbara. Two thumbs up.

NAME: Peter Pulsifer

JOB DUTIES: Part-time Associate editor -- Articles editor

HISTORY: Was a freelancer, hired in 1999 to make up Jeff's other 1/3-time. PhD in physics.

SOME PERSONAL CHARACTERISTICS: New kid on the block. Full of ideas and enthusiasm. Still developing journalistic and editorial judgement. Nice guy.

NAME: Jeff Schmidt

JOB DUTIES: Sr. Associate Editor -- Articles editor

HISTORY: 18 years with PT. PhD in physics.

SOME PERSONAL CHARACTERISTICS: Competent articles editor (used to be the best on the staff, in recent years has been mediocre). Often works from home. Has some good ideas, but they are coupled to a strong political agenda: Distrusts all forms of authority, including, of course, AIP and PT management. A committed malcontent. Can be confrontational, always tenacious, never raises his voice. Has extremely strong rhetorical skills and therefore can be very persuasive. Has influence over some staff members and can use that influence to promote discontent when it serves his purpose. Beware particularly of him (i) setting up a fabricated "straw-man" target to then knock down, and (ii) putting words into your mouth to his advantage. Productivity and quality had been allowed to slip; when pressure was applied (by me), he stirred up great trouble. When pressure remained, he went on a 6-month sabbatical, returned at 2/3 the workload for 2/3 the salary. His latest editing effort (Berg article for January 2000) is the best I've seen from him in a long time. I complimented him on it.

NAME: Bert Schwarzschild

JOB DUTIES: Sr. Associate Editor -- Search and Discovery reporter, Articles editor

HISTORY: 20+ years with PT. PhD in physics.

SOME PERSONAL CHARACTERISTICS: Had reputation for laziness, but when asked (told) to be more productive, rose to the challenge and is now fully and effectively engaged. Very opinionated (sometimes offensively so) and gregarious, likes to be the center of attention when possible (is an amateur actor in the theater). Good journalistic and editorial judgement, but limited in scope (stays within fields he is "comfortable" with: mainly particle physics and cosmology). Excellent writer.

NAME: Marion Smith

JOB DUTIES: Editorial Assistant -- support staff

HISTORY: Brought in as a long-term temp, we hired her in early 1999.

SOME PERSONAL CHARACTERISTICS: Extremely capable, congenial, willing to help. Everyone she works with is impressed with her. Two thumbs up.

NAME: Rita Wehrenberg

JOB DUTIES: Senior Production Assistant -- produces advertising supplements for PT & TIP, Elliot's understudy.

HISTORY: I hired her in 1995. Began as support staff after long hiatus from workforce (magazine production background). Moved gradually back into production, as staffing allowed.

SOME PERSONAL CHARACTERISTICS: Bright, very capable, dedicated, congenial, perfectionist (somewhat obsessive-compulsive, but in a constructive way). Works very hard to achieve excellent results. Has a tendency to be a "victim," with perhaps low self-esteem. If you need a second opinion on production and workflow-related matters, ask Rita.

10/24/97 Jeff Schmidt called from Harris

Was a big issue at NT a few months ago.
duty hour, process

Q What did we do wrong?

A. We got in 85 applications & ended up
interviewing only white males.
We could have done more.

There

Some felt there was some qualifications that
were worth interviewing.

Benken showed some minority minorities.

MHB: Asked Jeff to bring info & names about
qualified applications not selected for
interview.

5 November 1997

Marc,

Thank you for asking me to meet with you today about my statement to the Physics Today advisory committee that the magazine has failed to live up fully to its claim that it is an affirmative-action employer.

I am taking this opportunity to outline the history of the issue at the magazine and to discuss the important difference between equal opportunity and affirmative action.

At a November 1996 Physics Today meeting, some of us on the staff raised the issue of affirmative action and the lack of diversity at the magazine. Several weeks earlier, one of the Physics Today editors had submitted his resignation, thus presenting us with an immediate opportunity to work toward correcting the problem. At the meeting, I said I would help monitor the situation in the future, as did Jean Kumagai, who is the only minority among the 18 individuals who work at Physics Today.

On 14 April 1997 the Physics Today staff learned that out of the 85 applicants for the editorial opening at the magazine, three had been selected to come in for interviews -- all white males. Among the 85 applicants were a number of potentially qualified minorities and women. Jean and I argued that if Physics Today were truly committed to affirmative action, it would also bring in some of these applicants. That could have been done easily, but Charles Harris and Steve Benka refused, saying that it was not worth the delay of a week or so that it would cause. We felt that this revealed Physics Today's priorities (and AIP's, too, because Charles had told us that he had discussed the institute's affirmative action policy with Terri Braun after the November 1996 staff meeting), and that affirmative action clearly was low on the list.

The decisive factor turned out to be that while Charles believes in equal opportunity, he does not believe fully in affirmative action. He told me, for example, that he would not hire a minority who is qualified to do the job unless that individual was more qualified than all 84 of the other candidates. Such a policy can lead to an all-white staff even though many minorities are qualified to do the work. For reasons outside of our immediate control, qualified minorities are less likely to have credentials beyond those needed to do the work. Thus, the qualified minorities are passed over in favor of white applicants who have such superfluous credentials. The result is a staff that doesn't look like the population of people who are qualified to do the work. Thus the Physics Today staff does not look like the physics community, the journalism community, the Washington community or the nation as a whole. As long as Physics Today fails to embrace affirmative action, minorities will continue to be in the subset of applicants

D01457

deemed qualified to do the job, but rarely among those actually hired. Thus "equal opportunity" amounts to a de facto "whites only" hiring policy at Physics Today. Historically, affirmative action was instituted to overcome this shortcoming of equal opportunity.

Charles also told me that staff diversity is of no value to the magazine -- except to make the office a more interesting place to work. Therefore the fact that a particular job candidate would contribute to the diversity of the staff counts for nothing, he said.

My own concern about affirmative action at Physics Today was heightened when AIP and the magazine relocated from New York City to College Park four years ago. To fill the editorial openings created by the move, the magazine hired three individuals, all white males -- Ray Ladbury, Denis Cioffi and Steve Benka. None of the three had any journalism experience, but the magazine was willing to train them. (One could view this as an affirmative action program for white males.) If the magazine is willing to hire and train potentially qualified whites, then why not do that for minorities, too?

The managers at Physics Today made two token gestures in response to the pressure that we applied: They told a few organizations of minority scientists about the job opening, and, after they filled the position with a white male, they phoned a few of the minorities whom they had judged to be "promising candidates."

Ever since my disagreement with Charles over affirmative action at Physics Today, he has treated me a little bit like an unwelcome troublemaker. You should be able to verify any point that I have made in this note without attributing it; by doing it that way, you can avoid exacerbating this problem.



Jeff

11/5/97 Jeff Schmid

Jeff gave MHB a memo dated 5 Nov 97
~~Grand CH~~ ^{Felt} said "affirmative action (family loan as the list)"
because CH said we're doing everything right.

Editing test used to exclude, rather than add info. } Been used well for many years. (Chris)
→ Test was not validated } Validated in sense that people have generally succeeded.
Claims diversity (for staff) is of low value.

Interviewing opportunities "not worth delay of one week"

Says CH doesn't believe in AA.

1. Didn't take ethical step to interview
2. Not asking diversity per se, assigned value of zero.

Contacted selection of minority-related orgs as listed by Githart

- Good, done only with orgs of staff/Henry's request

- Could have contacted more

Inefficiently in attitude, had to be pushed along

have me 3 names: Manohar Dhermava

Marta Park

Nirmala Novich - (Recommended by Martin)

Also 2 other applications

Mitt / wala

Anvari

⇒ MHB will get back to Jeff

D01453

MHS Notes for Meeting w/ Jeff Gubert

3/20/98

I am responding to your concerns about AA & C, especially XVT editor

1. I reviewed the process

~~the~~ I found process is fairly sound & fair, esp for editor & VT

- job requirements are defined
- we cast a wide net
- giving editor some reasonable sorting & grading
- blind writing test is given
- etc

2. I review system

I found process worked well & did not undervalue
potentially underrepresented candidates

The names you mentioned were not selected for
for reasonable reasons.

3. GB & CH believe in AA - I am committed

- not giving "pts" to minorities is not "zero value"
- cast wide net is a value

3/20/98 Jeff G. Thought it would be useful to have consistent
on the value of diversity. MHS will consider

Training statement is explanation for why value?

D01452

PHYSICS TODAY

February 13, 1997

PERFORMANCE REVIEW 1997

Employee Name: Jeff Schmidt
Division: Physics Today Manager: Steve Benka
Job Title: Senior Associate Editor
Reporting to: Editor
PERIOD: Feb 1996-Jan 1997 (PT issues March '96-Feb '97)

Overall Rating: 4

Major Responsibility 1: Edit articles

Weight: 80% Rating: 4.0 Rating: 320

Component tasks:

1. Edit articles for content (including art), clarity, organization, length, readability, house style, grammar, spelling and impact. Do this in conjunction with authors and the editor, and so as to meet editorial deadlines.
2. See articles through production. This includes obtaining or performing revisions, proofreading, preparing layouts and checking blueines, all so as to meet editorial deadlines.

Comments: Jeff is a thorough and professional editor. He edited 15 feature articles in this period, one shy of his agreed upon goal of 16. One of them (ITER debate, June '96) was very difficult to produce and was assigned to him at a late date. He did a fine job with that one, and with all of them. His articles are generally ready on time and often they are early. Jeff was also instrumental in streamlining the articles-editing process within PT.

Major Responsibility 2: Take responsibility for assigned articles

Weight: 15% Rating: 3.5 Rating: 52.5

Component tasks:

In consultation with the editor:

1. Contact authors to obtain outlines and manuscripts.
2. Contact referees for advice on outlines and manuscripts.
3. Evaluate outlines and manuscripts, in conjunction with the editor and referee. Give feedback to the author, to develop an appropriate article.

Comments: Jeff has expressed a desire to always have at least one article ready to edit. He has also gotten involved at much earlier stages in the articles-acquisition process.

S 001326

Major Responsibility 3: Support the editorial effort of PT

Weight: 5% Rating: 3.0 Rating: 15

Component tasks:

1. Read submitted manuscripts (feature articles, letters and opinion pieces) at request of the editor and provide a review with regard to the suitability of the manuscript for publication.
2. Attend and participate in staff meetings to develop ideas for articles, news stories, special issues, etc.
3. Submit ideas for feature articles and news stories.

Comments:

Jeff's reviews are often insightful and useful, but they are not always prompt. His comments in meetings often provide a useful counterpoint to discussions. He is not expected to be a major source of ideas for articles and news stories, but occasionally has ideas with merit.

Appraiser's comments: Jeff is an excellent editor, and handles even the difficult assignments well. His comments and views on editorial ideas and policies are generally insightful.

Jeff needs to increase his article output in 1997 to at least 16, and preferably 18. He also needs to return his manuscript reviews promptly.

OVERALL RATING: 4.0

OVERALL SCORE: 387.5

Employee's Comments:

SIGNATURES:

Employee: *J. Schmidt* Date: *13 Feb. 97*
Appraiser: *Steve Benka* Date: *2/13/97*

Both the appraiser and the employee must sign and date the form. The employee's signature does not necessarily represent agreement with the review but that he/she has seen the form and participated in the performance appraisal.

H.R. Review: Date:

PHYSICS TODAY
PERFORMANCE REVIEW 1997

February 13, 1997

notes of October 22, 1997

Employee Name: Jeff Schmidt
Division: Physics Today Manager: Steve Benka
Job Title: Senior Associate Editor
Reporting to: Editor
PERIOD: Feb 1996-Jan 1997 (PT issues March '96-Feb '97)

Overall Rating: 4 (drop to 2-2.5 for disruptive behavior)

Major Responsibility 1: Edit articles

Weight: 80% Rating: 4.0 Rating: 320

Component tasks:

1. Edit articles for content (including art), clarity, organization, length, readability, house style, grammar, spelling and impact. Do this in conjunction with authors and the editor, and so as to meet editorial deadlines.
2. See articles through production. This includes obtaining or performing revisions, proofreading, preparing layouts and checking blueines, all so as to meet editorial deadlines.

Comments: Jeff is a thorough and professional editor. He edited 15 feature articles in this period, one shy of his agreed upon goal of 16. One of them (ITER debate, June '96) was very difficult to produce and was assigned to him at a late date. He did a fine job with that one, and with all of them. His articles are generally ready on time and often they are early. Jeff was also instrumental in streamlining the articles-editing process within PT.

(His editing is considered mediocre by our new, higher standards. He doesn't communicate his progress consistently to the editor.)

Major Responsibility 2: Take responsibility for assigned articles

Weight: 15% Rating: 3.5 Rating: 52.5

Component tasks:

In consultation with the editor:

1. Contact authors to obtain outlines and manuscripts.
2. Contact referees for advice on outlines and manuscripts.
3. Evaluate outlines and manuscripts, in conjunction with the editor and referee. Give feedback to the author, to develop an appropriate article.

Comments: Jeff has expressed a desire to always have at least one article ready to edit. He has also gotten involved at much earlier stages in the articles-acquisition process.

(He's ok, but not enthusiastic.)

Major Responsibility 3: Support the editorial effort of PT

Weight: 5% Rating: 3.0 Rating: 15

Component tasks:

1. Read submitted manuscripts (feature articles, letters and opinion pieces) at request of the editor and provide a review with regard to the suitability of the manuscript for publication.
2. Attend and participate in staff meetings to develop ideas for articles, news stories, special issues, etc.
3. Submit ideas for feature articles and news stories.

Comments:

Jeff's reviews are often insightful and useful, but they are not always prompt. His comments in meetings often provide a useful counterpoint to discussions. He is not expected to be a major source of ideas for articles and news stories, but occasionally has ideas with merit.

(His frequently disruptive behavior at meetings, and his divisive influence on the staff have had a very serious negative effect on morale throughout the department. He shows his lack of interest in participating by, e.g., working on articles during staff meetings.)

Appraiser's comments: Jeff is an excellent editor, and handles even the difficult assignments well. His comments and views on editorial ideas and policies are generally insightful.

Jeff needs to increase his article output in 1997 to at least 16, and preferably 18. He also needs to return his manuscript reviews promptly.

(He must not only put an end to his disruptive and divisive behavior, but work actively to promote unity among the staff and management.)

OVERALL RATING: 4.0 (2-ish)

OVERALL SCORE: 387.5(??)

Employee's Comments:

SIGNATURES:

Employee:.....Date:.....

Appraiser:.....Date:.....

D00321

PHYSICS TODAY
PERFORMANCE REVIEW 1997

February 13, 1997
notes of October 22, 1997

Employee Name: Jeff Schmidt
Division: Physics Today Manager: Steve Benka
Job Title: Senior Associate Editor
Reporting to: Editor
PERIOD: Feb 1996-Jan 1997 (PT issues March '96-Feb '97)

Overall Rating: 4 (drop to 2-2.5 for disruptive behavior)

Major Responsibility 1: Edit articles

Weight: 80% Rating: 4.0 Rating: 320

Component tasks:

1. Edit articles for content (including art), clarity, organization, length, readability, house style, grammar, spelling and impact. Do this in conjunction with authors and the editor, and so as to meet editorial deadlines.
2. See articles through production. This includes obtaining or performing revisions, proofreading, preparing layouts and checking blueslines, all so as to meet editorial deadlines.

Comments: Jeff is a thorough and professional editor. He edited 15 feature articles in this period, one shy of his agreed upon goal of 16. One of them (ITER debate, June '96) was very difficult to produce and was assigned to him at a late date. He did a fine job with that one, and with all of them. His articles are generally ready on time and often they are early. Jeff was also instrumental in streamlining the articles-editing process within PT.

(His editing is considered mediocre by our new, higher standards. He doesn't communicate his progress consistently to the editor.

Major Responsibility 2: Take responsibility for assigned articles

Weight: 15% Rating: 3.5 Rating: 52.5

Component tasks:

In consultation with the editor:

1. Contact authors to obtain outlines and manuscripts.
2. Contact referees for advice on outlines and manuscripts.
3. Evaluate outlines and manuscripts, in conjunction with the editor and referee. Give feedback to the author, to develop an appropriate article.

Comments: Jeff has expressed a desire to always have at least one article ready to edit. He has also gotten involved at much earlier stages in the articles-acquisition process.
(He's ok, but not enthusiastic.)

Major Responsibility 3: Support the editorial effort of PT

Weight: 5% Rating: 3.0 Rating: 15

Component tasks:

1. Read submitted manuscripts (feature articles, letters and opinion pieces) at request of the editor and provide a review with regard to the suitability of the manuscript for publication.
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Comments:

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(His frequently disruptive behavior at meetings, and his divisive influence on the staff have had a very serious negative effect on morale throughout the department. He shows his lack of interest in participating by, e.g., working on articles during staff meetings.)

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(He must not only put an end to his disruptive and divisive behavior, but work actively to promote unity among the staff and management.)

OVERALL RATING: 4.0 (2-ish)

OVERALL SCORE: 387.5(??)

Employee's Comments:

SIGNATURES:

Employee:.....Date:.....

Appraiser:.....Date:.....

D00321

19/98
Cons. w/ Terrie B.

Jeff's review was
More indepth last year, for a 4.

Review is weak, for dropping a whole point.

Last ¶ needs specifics to hold up, or
remove it — Jeff will use it for
"whistle blowing" to advisory committee. (e.g. email)

Goal last year was 16-18, "changed to 15"
Back to 18.

Comments vague on overall effort @ PT

Use same component tasks

Jeff,

September 26, 1997

We welcome constructive and productive contributions from you, but behavior by you that we consider destructive and counterproductive will no longer be tolerated. Your continued interruption at our retreat, after you were instructed to hold your questions and comments until the discussion segment of the agenda, is an example of what we mean. The continuation of such behavior on your part, in the office or at any work-related activity, will not be tolerated.

This notice is to be treated as confidential.

October 1, 1997:

Charles and I went to Jeff's office about 11:45am, when Charles verbally delivered the message contained in the above notice, then handed Jeff a signed copy of the notice.

Following the staff articles meeting (2-3:30pm), Charles and Jeff had a lengthy conversation in Jeff's office.

At about 6pm, Jeff came to my office, noted that Charles had had me "in tow," and asked if I "had the same level of enthusiasm" as Charles did about the message we had delivered. I told him I wouldn't characterize either of us as enthusiastic, but we were in agreement.

From: Charles Harris, Steve Benka (Charles Harris) (Charles Harris)
To: JSCHMIDT
Date: 12/2/97 12:30pm
Subject: rescindment

As agreed in the last staff meeting, our mutual acceptance of a code of behavior supersedes any outstanding verbal or written reprimand to you or any member of the staff for any perceived violation of this code. Onward and upward!

4 February 1998

Hi Graham,

It sounds like you are in a great place, a different world physically and in spirit. News travels far and fast, and so I see that you already know that your coworkers have been treated to a "down under" experience of a very different sort. The description of events that you received was a good one, in my opinion, and shows the skills of a good reporter. I'll give you my report here, because it contains some additional information.

On Thursday 22 January 1998 I met with Charles Harris to ask him to get Stephen Benka off my case. Benka had been pressuring me to stop doing anything that takes up any support staff time at all. I told Harris that support staff can contribute a lot to making the editorial work go well, and that his apparent new policy for support staff work -- that it should give priority to advertising and other revenue-producing work over editorial work -- was bad for the magazine. When Judy was part of the support staff, most of her time was shifted to the Buyers' Guide, which was brought in-house to save money. Now they are shifting more and more of Rita's time to advertising work. And they aren't replacing the lost editorial support. Instead, they are pressuring editorial staff to take on more work. Management philosophy seems to be: Why pay \$15 an hour for clerical work when you can pay \$30? Their real philosophy, of course, is simply to get the editorial staff to do more.

I told Harris that behind all this is the way his salary is structured -- tied to reducing the magazine's budget deficit. To my claim that his salary structure is distorting our priorities, he said that he doesn't always do what is best for his salary. As proof, he pointed out that we usually don't run four feature articles in the magazine. He then quickly changed the subject, realizing, I think, that he has never revealed that his salary is tied to upping our output to four articles per month. By the way, over my objection (and over Bert's indication of support for my objection), they are running four substantial feature articles in the March issue, even though we have no backlog and no additional staff. The other day Harris broke new ground in his privileging of advertising over editorial by bringing his advertising manager to an editorial meeting and letting the needs of advertising set the agenda. They forced the meeting to make a big editorial decision after very little discussion, for the sake of advertising. Warren objected strongly; Gloria called it "bullying."

Harris told me that he is open to hiring more support staff, but that we would have to discuss it first at a staff meeting, possibly the next one. I told him that some of us thought we had already discussed it at length at staff meetings and that the need was clear.

Overall, Harris said that he wasn't inclined to give me much consideration, because of my organizing activity last

year. And he mentioned your name here too, Graham, as another unforgivable transgressor. "You tried to get me fired," he said, speaking either about me alone, or about you and me, or about all those involved. I said that isn't true. He said that if I believe that, then I must be very naive. And his attitude indicated that he doesn't think I believe that and that he doesn't want to even consider the possibility that I do. I think he wants to believe that I tried to get him fired, because according to his value system that would give him both the desire and moral right to fire me or drive me out, which now appears to be his agenda.

In pursuit of that agenda, Harris appears to have given Benka license to go after me and maybe all of management's perceived enemies on the staff. Around 6 pm on Wednesday 28 January 1998, I was in my office talking to Toni on the telephone when Benka opened the door and asked rudely and sarcastically if I was talking to one of our authors. I said, "No, I'm talking to a coworker, Toni." He acted as if he already knew that. He stepped further into my office and said that he wanted in on our conversation. I found this shocking, of course, and unprecedented. I switched Toni to the speakerphone and told her that Steve was here and wanted to be in on our conversation. She sounded equally shocked. Benka suggested that she come over to my office, and she said OK. Without saying anything, I walked out of my office and into the open area of desks just outside, and Benka followed. I did this to make room for Toni and to get some physical distance between myself and a former post office employee who was clearly behaving very strangely. Toni arrived quickly.

Benka asked me and Toni what we had been talking about on the telephone. I thought his question was way out of line, but I nevertheless told him: We had been discussing the May 1998 50th anniversary issue of Physics Today. (That is ironic, because every May-issue meeting that Benka has been a part of has been a disaster. Virtually every member of the staff thinks that that issue has been badly mismanaged, and no one thinks that yet another meeting with Benka is the way to generate the ideas that the magazine desperately needs to salvage it.) But after giving that short answer, I said that the important question is why he was trying to barge in on our conversation.

He said that he is forbidding all private conversations between staff members at work. From now on, all conversations between staff members must be open to management supervision, he said. When I asked him why, he referred to the organizing activity that took place last year and said that he doesn't want that to happen again. (He and Harris have no doubt that I played a leading role in that.) This looked like a retaliatory and repressive policy aimed more at me than at the rest of the staff, and so I

asked him whether or not it applies to everyone. He said it does. I didn't believe him (but I didn't say that I didn't believe him), and so I pressed him three or four times to say whether or not he was going to announce the new policy to the rest of the staff. His final statement was that he knows that I want to know that.

Of course, even if the new repressive policy is not formally announced, no one can afford to take a chance on violating it -- especially Toni and me, to whom it was announced formally. (Paul got a semi-formal announcement, as the discussion took place right outside his door, which was open at the time.) News of management's dim view of private conversations has spread throughout the staff by way of -- yes, you guessed it -- private conversations.

Even though Benka's Gestapo-like enforcement of the new policy was very frightening, in the middle of it all Toni managed to point out that we don't have the bi-weekly Q&A meetings anymore. If management wants to know what the staff is concerned about, they can have such meetings rather than monitor our conversations. Benka ignored her. I think Toni's idea is a good one and should be among our arguments and suggestions.

About half an hour before Benka busted up the telephone conversation between Toni and me, he did something that in retrospect was clearly part of the new repression but at the time felt merely strange and creepy. I had stopped by Toni's office to give her a newspaper article that I thought might interest her. It was about the Clinton/Lewinsky affair, which we had discussed earlier in the day. The article was a brief historical survey showing that presidents who cheated on their wives were more likely to lie to the public as well, justifying public interest in this sort of thing. Toni and I discussed the article briefly and then discussed the 50th anniversary issue. During the latter discussion, Benka opened the door to Toni's office, entered the room and asked if he could join in the conversation. This seemed very strange, of course, especially because he did not know what we were talking about. Toni was perfectly polite in spite of Benka's rude entry. She pointed out the article that I had brought by, dutifully restarting our conversation about it from the beginning for Benka. The three of us discussed the issue for a while, during which Toni and I were treated to editor Benka's view that the press should know its place and not try the president. It was an awkward discussion, because I and maybe Toni (she can speak for herself) were not really interested in speaking with Benka. When we finished the discussion, Benka showed no sign of leaving Toni's office. He indicated in a subtle but clear way that he would not leave first. This was not only bizarre, but also had something of an ugly edge to it. Although we had no idea what was going on, Toni and I acted quickly to undo the

situation -- she by immediately announcing that she had work to do, and I by quickly leaving the room. Benka and I then spoke about feature articles for ten minutes or so at his office. That conversation consisted of me detailing for him all the progress I had made on a number of articles. The discussion was pleasant, although not really necessary, and he acted pleased and calm throughout. However, when we finished talking, I walked toward Toni's office, and Benka followed me. He asked if I was going to Toni's office, and I said yes. He asked if he could come along. By that time he had already followed me most of the way to her office. I told him that she and I were in the middle of a conversation that we had started earlier in the day, and that it would take too long to fill him in on all the background. We discussed this briefly, and he finally suggested that neither one of us go to Toni's office. I didn't say anything one way or the other, and he went back to his office. I noticed a box nearby containing copies of the latest issue of the magazine; I took one and went back to my office. Later, when Toni and I spoke on the telephone about the 50th anniversary issue, we began our conversation by trying, without success, to figure out our supervisor's mysterious and disturbing behavior earlier.

January 28, 1998

SB

At about 6:30 pm I saw Jeff and Toni in Toni's office with the door closed. Recalling the counsel of Human Resources, I opened the door, went in, asked what aspect of their work they were discussing, and offered to join in. They were obviously startled, but Toni said they were talking about Monica Lewinsky and an article about her from the Wall Street Journal that Jeff had brought in, and also about the how to manage the 400 pages of tables that were being generated for the special issue.

So we chatted for a few minutes about the White House situation. As for the tables, I said we needed to identify the material in this first step. Pulling it all together would come later. "Let's get this work done first."

At one point during this Lewinsky/special issue discussion, Toni spoke into the phone, telling Jean that she would call her back later. It was only then I realized Jean had been part of the closed-door discussion before I entered.

I then steered the talk back to work, asking Jeff about his articles. Toni turned back to her work on the special issue, and I suggested to Jeff that we leave Toni in peace. Back by my office, Jeff told me he had given both of his March articles to Paul today, and should have them back by 4 February. We also discussed the Ramaty and deKee articles, and I made some changes to the April and June lineups, which Jeff was happy with. Jeff then went back to his office.

A few minutes later, I walked by his office and saw him on the phone. I thought about that while in the bathroom. Since the March articles were in-house at the moment, and both deKee and Ramaty were unlikely to be in their offices in the Eastern time zone, I was curious which of his authors he was talking with. So I opened his door and asked.

He said it wasn't an author, but "one of my coworkers." Again I offered to join the conversation, having assumed it was work-related. Jeff spoke into the phone, asking Toni if she heard that. I expressed surprise that they needed to discuss work by phone, and invited Toni down the hall. There was some delay before she arrived (saying goddbye to Jean?) and I let Jeff steer me out of his office into the open area.

I asked what the topic of conversation was that they felt I needed to be excluded from. They were not forthcoming. I said that closed-door meetings such as I had just seen made me uncomfortable, that we didn't want a repeat of "what happened last year," which involved a lot of such "clandestine" gatherings. I said I failed to understand what work-related topics couldn't be discussed openly, to the point of needing an office-to-office phone call. "Do you think I shouldn't know, or don't have the right to know what's going on in the office?" Jeff said he didn't know if I had the right or not. I assured him I did. Toni said she wanted the Q&As reinstated.

Toni said, "Let's assume that we all know what you mean by 'what happened last year.' I want you to know that I'm really not interested in the politics around here. I spend all my time working, it's all I can do to keep up with that." I assured her that I knew how hard she worked, and reminded her that I've told her many times how happy I am with her work.

Jeff wondered if everyone was being "monitored" the same way [that I was presumably monitoring him], and Toni said she didn't like being subjected to such "surveillance." Jeff asked several times if Charles "approved" of what I was doing. I told him to ask Charles. There followed many examples of closed-door sessions (e.g. me and Charles, Gloria and me, etc.) and of personal phone calls. I pointed out that in most cases, a manager or supervisor was involved. I made it clear that I was addressing the behavior I had just seen, and repeated that it made me

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uncomfortable because of last year's events. I then turned to Jeff and addressed him directly, saying "I hadn't noticed such closed door meetings lately. It hadn't really been a problem. Until today, Jeff."

Jeff then began peppering me with questions: Is this a new policy? Shouldn't it be given to everyone? Does Charles approve of this? and so on. I began to get flustered, emphasized that my point about their gathering had been made, and walked away. Jeff's parting shot was "I think it should be a general policy." I answered with, "I know that you do, Jeff. Thank you."

From - Tue Feb 03 21:40:24 1998
Received: from amsterdam.interport.net (amsterdam.interport.net [199.184.165.9])
by pol.wam.umd.edu (8.8.8/8.8.7) with ESMTP id MAA20634;
Tue, 3 Feb 1998 12:18:56 -0500 (EST)
Received: from [207.237.108.177] (usrts5p177.port.net [207.237.108.177])
by amsterdam.interport.net (8.8.5/8.8.5) with SMTP id MAA07279;
Tue, 3 Feb 1998 12:17:40 -0500 (EST)
Date: Tue, 3 Feb 1998 12:17:40 -0500 (EST)
X-Sender: jak@pop.interport.net
Message-Id: <v01530501b0fcbbc277458@[207.237.108.177]>
Mime-Version: 1.0
Content-Type: text/plain; charset="us-ascii"
To: jeff@wam.umd.edu, lugenbold@juno.com
From: jak@interport.net (Jean A. Kumagai)
Subject: local circus
Cc: jak@interport.net, tfeder@wam.umd.edu
Status: O
X-Mozilla-Status: 0005
Content-Length: 5396

Paul and Jeff,

Toni had asked me to send this on to you but I forgot. So here it is.

Jean

>X-Authentication-Warning: rac9.wam.umd.edu: tfeder owned process doing -bs
>Date: Sat, 31 Jan 1998 10:45:08 -0500 (EST)
>From: toni feder <tfeder@wam.umd.edu>
>Reply-To: toni feder <tfeder@wam.umd.edu>
>To: graham collins <gpc@sff.net>
>cc: Jean Kumagai <jak@interport.net>
>Subject: local circus
>MIME-Version: 1.0
>
>Jean,
>I don't seem to have PE or JS's off-site, non-AIP email addresses anymore.
>Can you forward this? And give me those addresses? Thanks!
>Toni
>
>
>HI Graham,
>
>Sat urday morning, and I'm at your computer. The reason is threefold:
>one: I got an overdraft notice from my bank yestterday, in which a check
>for \$15 had been erroneously entered by them as \$8015, so I had to go to
>my bank, which is near here. (By the way, using the UMD account from here
>is tedious, so I can't be bothered to correct my typos....)
>two: someone left me a message taht rather than e-mailing me s.t. he had
>faxed it, so I had to pick up my fax.
>three: the pool is near here, so I think I'll soon go swimming.
>
>Thanks for forwarding Speedy's note. I got one from him too, actually
>suggesting something I may want to write about.
>
>\Finally, to the local circus.
>
>characters:

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>protagonist: SB
>minor characters: JS, TF
>more minor characters: JK, PE
>
>Setting: The office, Wednesday evening
>
>TF was in her office, talking with JK on the phone. JS came by to give TF
>a WSJ article on Monica Lewinsky. Stayed to talk a bit. Through the
>sidelight, TF saw SB. He disappeared for a bit (maybe 30 seconds), and
>then poked his head into TF's office.
>
>SB: What are you talking about? Can I join? If it's about work, I can
>join, can't I?
>
>SB stays to talk about Lewinsky for a bit.
>
>SB: So, how is it going with looking through back issues of PT?
>(Questions directed at TF). And, how are your March articles going?
>(directed at JS)
>JS: They're marching along.
>conversation about the March articles ensues.
>SB: Maybe we should go somewhere else to talk so as not to bother Toni.
>They do.
>
>TF's phone rings. (JK had been on most of the time.) It's JS, from his
>office. He tells what has happened in the meantime:
>
>SB and JS have talked about work. Then, JS headed back to TF's office,
>to continue conversation. SB asked JS if he was going to TF's office, and
>on hearing yes, said he'd join. Instead, JS and SB both went back to their
>own offices....
>
>While JS was recounting these events, SB arrives at JS's office, and over
>the phone, TF hears:
>
>SB: Which one of your authors are you talking to? Is that Key [?] you're
>talking to?
>JS: I'm talking to one of my coworkers.
>SB: Then I should be able to join.
>JS turns on speaker phone, TF identifies herself. SB invites her to come
>down the hall.
>
>Scene 2.
>
>JS, SB & TF meet in the area where Judy and Rita work. PE's office door is
>open, and he is there.
>
>SB blusters along, and the overriding theme is that he wants no closed
>door conversations to take place here. "If you want to go out for a beer
>after work, that's fine," he says. "But if you are at work, then I should
>be able to join in."
>
>JS asks whether this means that SB and CH will no longer have closed-door
>sessions.
>
>SB: "Who is supervising whom?"
>TF: "I feel attacked for something I didn't do."
>JS: "So do I."

>JS: You haven't micromanaged at this level before.
>SB: "Well, you may see more of it."
>
>SB: I haven't seen this in a long time. But now I have....
>
>And so on....
>
>TF's post mortem comments:
>
>I wish I'd responded differently, saying simply, that I don't know what's
>going on here, but that anyone should be able to talk to anyone, and
>asking for an explanation. This seems to harlken back to PE's joke that
>no closed door conversations of more than one person can take place...
>It's also like a jealous, paranoid lover, worried about every other man
>(woman) on the planet....
>
>This is the first breech of the staff-wide agreement a few months ago to
>treat each other with respect. In fact, SB has no reason to be paranoid
>now- so it shows the lingering suspicions of the past.... He's entitled to
>them, but shouldn't act on them. And I for one don't want to be treated
>with suspiscision, especially now, as my work arrangment changes. Ugh. What
>a buffoon.
>
>So, the encore:
>the next day, things were rosy. SB and TF avoided each other studiously,
>until evening, when SB spoke to TF while she was inthe library across from
>his office. No apology. No acknowledgment of the interaction of the day
>before. Just pleasant.
>
>PE wants to talk to CH- and tell his side- what he overheard, that it was
>unacceptable... etc.
>
>Okay Graham, that's all for now. Once a circus, always one, I guess. My
>friend Ed said last night, on hearing this story, that he can't elieve we
>get a magazine out. Something to be proud of! Oh, and the other thing is
>that it seems that JS is being excluded from the 50th anniversary
>preparatiohns. This bothers me and Jean because, for one, it means we have
>more work (more years to trawl through). And of course, we don't
>understand why this is the case....
>
>All for now.
>
>Toni

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aapt-meet@aapt.org
www.aapt.org

October 2003

Jeff Schmidt*
Author of Disciplined Minds
3003 Van Ness St.N.W. #W406
Washington, DC 20008

Dear Colleague:

On behalf of the Programs Committee of the American Association of Physics Teachers (AAPT), I am pleased you will be an invited speaker at the 128th AAPT National Meeting in Miami, FL, January 24-28, 2004.

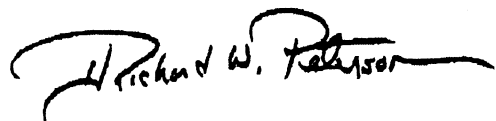
Invited sessions are the centerpieces around which our programs are organized and your participation as an invited speaker is greatly appreciated. Your effort enables us to continue to offer outstanding programs at our meetings. It is a measure of the esteem in which our professional colleagues hold your work that you have been invited.

Your invited talk is scheduled as paper DF01 on Tuesday, Jan. 27 at 1:30 p.m. The room will be equipped with a computer projector, an overhead projector and screen, but no computers (you will need to bring your own laptop).

For the first time, due to the large number of session requests and papers received, paper sessions have needed to be scheduled in Miami on both evenings, Monday and Tuesday. None of the evening sessions, however, are scheduled to conflict with a Monday or Tuesday night Area Committee meeting listed as sponsoring the session.

I offer the Association's thanks for your participation as an invited speaker and look forward to seeing you at the meeting.

Sincerely,



Richard Peterson
AAPT Vice President
Program Chair

S 001231

interest.

Marc Brodsky
August 31, 2001

>>> "Duke, Charles B" <CDuke@crt.xerox.com> 09/01/01 11:55AM >>>
Hi Marc,

I presume you probably have seen this and have a quite different view. I have known Talat Rahman a long time since her days at the University of Rochester, and doubt that she would be associated with something that she knows is inaccurate, which I suspect that this is.

In any case, in the event that you have not seen it, this is what is going around the APS. I have no idea how my name got on the mailing list unless it was sent to all members of the APS or FIAP.

Charlie

Charles B. Duke
Editor, Surface Science
Vice President and Senior Fellow, XR&T
Xerox Wilson Center for Research and Technology 800 Phillips Road 0114-38D Webster NY 14580 Phone (716)
422-2106 FAX (716) 265-5080

-----Original Message-----

From: Speech Rights [mailto:SpeechRights@aol.com]
Sent: Thursday, August 23, 2001 8:46 AM
To: cduke@crt.xerox.com
Subject: Physicist fired for writing book

Dear fellow scientist,

As you may have heard, Physics Today magazine recently gave a very punishing review to a book written by physicist Jeff Schmidt: The magazine fired him.

Jeff was a staff editor at Physics Today for 19 years -- until his supervisors saw *Disciplined Minds* (Rowman & Littlefield, 2000), a thought-provoking critique of workplace hierarchy and the politically subordinate role of salaried professionals. The book uses physicists and physics graduate school to help illustrate points about professionals and professional training in general.

Within days of learning about his irreverent book, the higher-ups at Physics Today dismissed Jeff summarily, apparently using the book as an opportunity to retaliate against him for his workplace activism and to ignore his widely praised work for the magazine. Details of Jeff's firing are given in the statement below, and can also be found on the Web at <http://disciplined-minds.com>

Please join us in protesting Jeff's dismissal, by adding your name to the letter below. We will send the letter to Marc H. Brodsky, Executive Director and CEO of the American Institute of Physics, which publishes Physics Today, and we will also post it on the Web.

I hope that you find these brief remarks to be responsive to your questions and concerns. I hope you can appreciate our position. AIP is committed to the physics community and to its members. As an employer, we try to act appropriately. We are proud of our work atmosphere and the high morale of our employees. Thank you for your interest.

Marc Brodsky

>>> Virginia Trimble <vtrimble@astro.umd.edu> 09/03/01 03:22PM >>>

Marc -

Is there any chance that the AIP/Physics Today side of this story might be put into a generic email to members, or at least officers, of the constituent societies and thereby reach most of the people who received the "speech rights"

memorandum from Talat Rahman et al? Talat was a UCI postdoc long ago, and I liked her a lot, but even nice people (especially nice people?) are sometimes wrong!

Best regards,

Virginia

From: Daniel Kleppner <kleppner@MIT.EDU>
To: "Marc Brodsky" <brodsky@aip.org>
Date: Wed, Jul 26, 2000 8:45 AM
Subject: Re: Schmidt waves

Marc-

Thanks for sending me the material from the Schmidt book. It paints a portrait of a fundamentally unhappy person. In any case, it is clear that PT was totally justified in dismissing him.

Dan

Dan Kleppner
kleppner@mit.edu

From: Edward Gerjuoy
Department of Physics
University of Pittsburgh

Al:

Andy Sessler, Irving Lerch, Kurt Gottfried and I have exchanged much correspondence on the Jeff Schmidt firing subject. I have maintained that this is not a CIFS human rights matter, and I guess I agree with Andy it is not an FPS matter. But I very much feel it is an APS matter, in the sense that if Schmidt pursues this case against AIP it will end up giving the entire physics community very bad publicity. I do not believe we, the physics community, should be content to see *Physics Today* run like a corporate house organ. I am not sure what action to take, however, whether personally or officially as a member of Council. I do not expect to see the Jeff Schmidt case on the Agenda of our next Council meeting (in November). For various reasons I do not want to be the Councillor who raises the case in Council even though Judy has not put it on the Council Agenda. I advocate that Brodsky be actively urged to settle his case with Jeff, e.g., by giving him a reasonable time to find a new job instead of firing him off hand, essentially without notice. I wish Judy would do such active urging, but she presently does not seem to be so inclined. I suggest you communicate with Kurt, who seemed closer to my views than to Andy's, to see if he still feels the APS should not simply sit on the sidelines and let AIP fight Jeff without quarter, to the possible detriment not only of Jeff but of the physics community. If so, perhaps he has some ideas about how to proceed.

Ed G

--

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